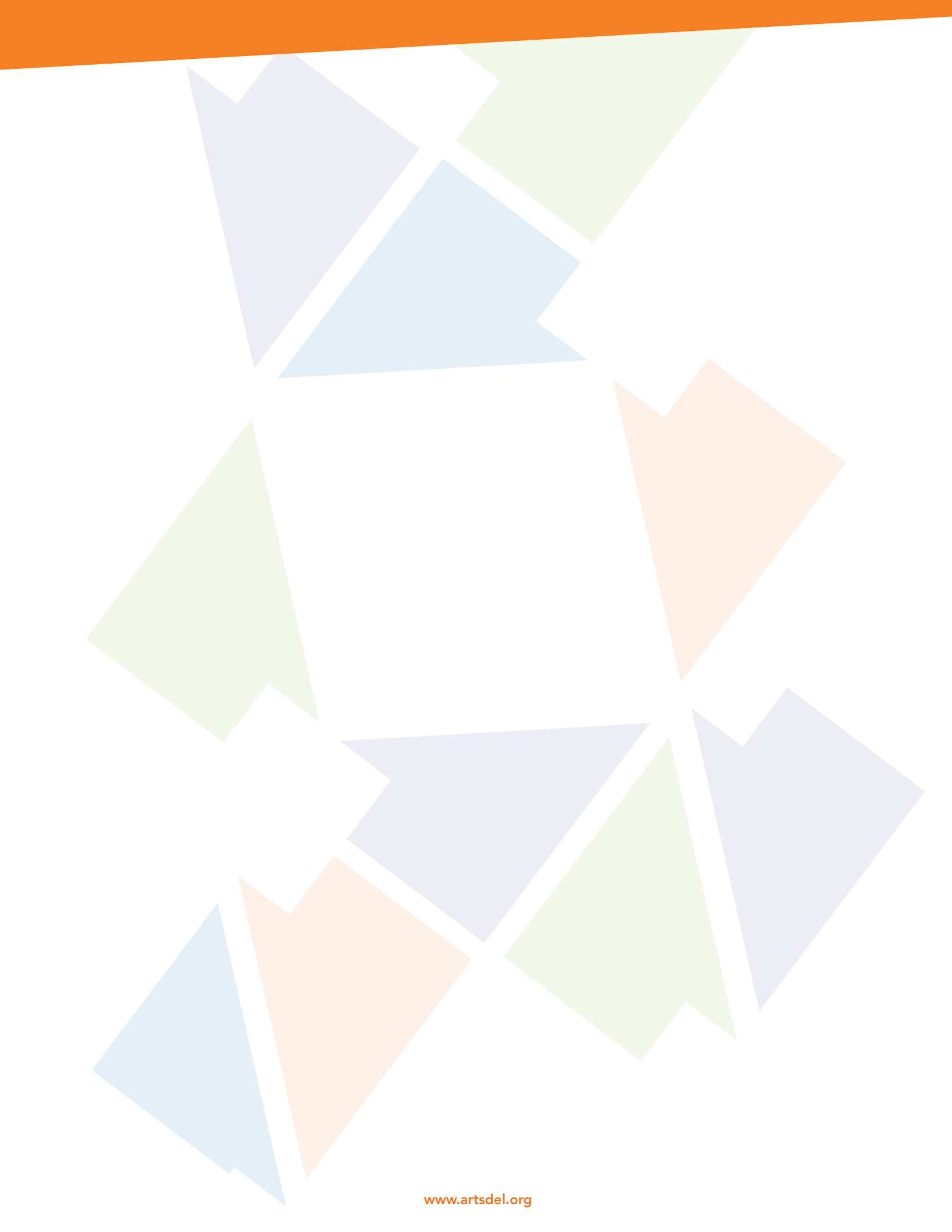


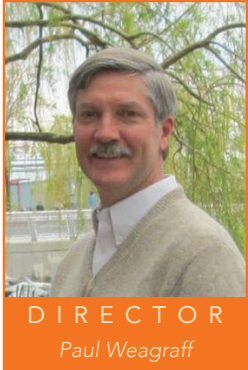
 2016 **DESIGN**  
**DELAWARE 2.0** 2020 



Delaware  
Division of the  
**Arts**



# A LETTER FROM THE DIRECTOR & CHAIR



Dear Friends,

The Delaware Division of the Arts is pleased to present Design Delaware 2.0, our strategic plan for FY2016–FY2020. Having gathered input from more than 900 participants statewide, this plan represents the goals and aspirations of the people we serve.

This plan was developed to provide guidance in our mission to “cultivate and support the arts to enhance the quality of life for all Delawareans,” while upholding a core set of values, including: access for all, creativity, diversity, and excellence.

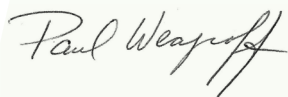
The Division seeks to strengthen the arts sector to serve Delaware’s communities; enhance the promotion of Delaware’s arts resources, ensure access to quality arts education for PreK-12 youth; and advance community development and public engagement through the arts.

Our goal was to craft a strategic plan that is clear, comprehensive, and flexible. To correspond with the strategic plan, the Division will annually develop an operational plan that integrates specific action steps, evaluative measures, and timelines with the goals and objectives of the strategic plan and the state’s fiscal cycle.

The rationale behind this approach is to keep the Division focused on the long-term goals and objectives, while developing operational plans that recognize the realities of a changing environment and variable resources over the short term.

We are grateful to all those who provided input in the shaping of this plan, and invite you to share in our work and let us know how we can better serve Delaware in support of the arts.

Sincerely,



Paul Weagraff, Director  
Delaware Division of the Arts



Lise Monty, Chair  
Delaware State Arts Council



# ABOUT US

## ABOUT THE DIVISION OF THE ARTS

The Delaware Division of the Arts, a branch of the Delaware Department of State, is dedicated to cultivating and supporting the arts to enhance the quality of life for all Delawareans. Together with its advisory body, the Delaware State Arts Council, the Division administers grants and programs that support arts programming, educate the public, increase awareness of the arts, and integrate the arts into all facets of Delaware life. The Division of the Arts was created by the Delaware General Assembly in 1989.

## ABOUT THE DELAWARE STATE ARTS COUNCIL

The Delaware State Arts Council advises the Division of the Arts on matters of arts policy, funding for the arts, and other issues relevant to support for the arts in Delaware. The Council, according to its enabling legislation, “shall be composed of not more than 15 members” appointed by the Governor, who represent the state geographically and politically and are appointed on the basis of their interest and experience in the arts. A list of the Council members serving when this plan was developed can be found on the last page of this document.



Delaware State Arts Council members,  
Delaware Division of the Arts staff, and Maren Brown Associates.

# PROGRAMS & PARTNERSHIPS

## DELAWARE DIVISION OF THE ARTS PROGRAMS AND SERVICES

Arts Summit  
Delaware Artist Roster  
Delaware State of the Arts Radio Show  
and Podcasts  
DelawareScene.com, Scene Stealers,  
and What's On app  
Governor's Awards for the Arts  
Grants: Individual Artists, Arts Organizations,  
Schools, and Community-Based Organizations  
Meet the Artist Videos

Mezzanine Gallery  
National Arts Program  
Poet Laureate  
Poetry Out Loud  
Poetry and Prose Writers Retreat  
Publications, Research, and Resources  
StartUp Program for Emerging Arts Organizations  
Technical Assistance and Resource Referral  
Workshops and Professional Development

## DELAWARE DIVISION OF THE ARTS PARTNERSHIPS

### AMERICANS FOR THE ARTS

Commissioning Arts and Economic Prosperity (Economic Impact Studies)

### CONTENT DELAWARE

A collaboration for telling stories about the arts in Delaware through video

### DE ALLIANCE FOR NONPROFIT ADVANCEMENT

Strengthening, enhancing, and advancing nonprofits and the sector in Delaware through advocacy, training, capacity building, and research

### DE ARTS ALLIANCE

Supporting statewide arts advocacy and networking

### DE DIVISION OF LIBRARIES

Funding for a statewide Summer Reading Program supporting arts programming at 33 libraries

### DE DIVISION OF PARKS AND RECREATION

Funding for statewide Arts in the Parks programming with emphasis on traditional and folk art forms

### MID ATLANTIC ARTS FOUNDATION

Supporting regional arts touring and presenters initiatives

### NATIONAL ASSEMBLY OF STATE ARTS AGENCIES

Sharing best practices, information, and research

### NATIONAL ENDOWMENT FOR THE ARTS

Funding and promoting artistic excellence, creativity, and innovation for the benefit of individuals and communities

### NATIONAL LEAGUE OF AMERICAN PEN WOMEN

Funding Delaware's literary program in the national Scholastic Art & Writing Awards serving 450+ middle and high school students annually

### NEWS RADIO 1450 WILM

Sponsoring Delaware State of the Arts, a weekly radio broadcast and podcast featuring Delaware artists, arts organizations, and issues



# PUBLIC INPUT PROCESS

## THE PUBLIC INPUT PROCESS

Public input was gathered from more than 900 individuals in all three Delaware counties through an extensive process led by the arts management consulting firm, Maren Brown Associates. All research was designed and conducted in collaboration with Paul Weagraff, Director of the Delaware Division of the Arts, and Kristin Pleasanton, Deputy Director. Two planning retreats were held with Delaware State Arts Council members and Division of the Arts staff to plan and synthesize the research gathered through this process.

### TWO SURVEYS

Individuals were invited to complete one of two surveys, one designed for individual artists, and one designed for organizations and schools. The surveys were open from October 20, 2014 through November 10, 2014.

### THREE COMMUNITY MEETINGS

Meetings were held across the state in the fall of 2014, during which all Delaware constituents had an opportunity to provide input. Meetings were held in:

**Milton: October 27, 2014**

*at the Milton Theatre (hosted by Premier Center for the Arts)*

**Dover: October 28, 2014**

*at Delaware State University (hosted by VSA Delaware)*

**Wilmington: October 28, 2014**

*at OperaDelaware Studios (hosted by Delaware Arts Alliance)*

### SIX FOCUS GROUPS

Focus groups were held to gather feedback from key stakeholders, including individual artists, arts organizations (large), arts organizations (small/medium), K-12 educators, lifelong learning advocates, and community-based organizations.

### TELEPHONE INTERVIEWS

Thirty in-depth interviews were held with individuals from a variety of sectors in the region whose work exemplifies areas of interest to the Division of the Arts and whose contributions can help to shape its future work.



# MISSION, VISION, AND VALUES

## MISSION

The Delaware Division of the Arts is a state agency dedicated to cultivating and supporting the arts to enhance the quality of life for all Delawareans.

## VISION

The Delaware Division of the Arts and the Delaware State Arts Council envision a day when all Delawareans recognize the arts as vital to education, the economy, and quality of life.

## CORE VALUES

- Access to the arts for all Delawareans
- Advocacy to raise awareness of, and support for, the arts
- Creativity and innovation in the arts
- Diversity in programming, services, audiences, and participation
- Education in and through the arts for all ages
- Excellence in artistic product, process, and service to the community



Opera Delaware Studios, Wilmington

# GOALS AND OBJECTIVES

## GOAL 1

### STRENGTHEN THE CAPACITY OF DELAWARE'S ARTISTS, ARTS ORGANIZATIONS, AND ARTS PROVIDERS.

- A Continue to support artists, organizations, and schools through grant funding.
- B Provide information on arts funding trends and cultivate awareness of diverse funding sources, including foundation, individual, and business donors.
- C Continue to sponsor professional development and networking opportunities in the state, such as the Arts Summit and convenings in all three Delaware counties.
- D Partner with other service organizations to jointly deliver training programs that enhance the capacity of nonprofit arts organizations and community groups that present arts programming.
- E Cultivate a greater awareness of the value of the arts in the state.

## GOAL 2

### ENHANCE THE PROMOTION OF DELAWARE'S ARTS RESOURCES TO RESIDENTS AND OUT-OF-STATE VISITORS.

- A Partner with key state and regional organizations on marketing and communications strategies to expand visibility, reach, and impact of the arts in Delaware.
- B Develop systems to routinely analyze marketing data to assess impact of current strategies, and to inform constituents about the impact of the Division of the Arts' communication strategies.
- C Increase promotion of arts programming and activities to underserved populations.
- D Diversify use of media outlets to promote Delaware art events to a broader audience.

# GOALS AND OBJECTIVES

## GOAL

3

### **ENSURE ACCESS TO QUALITY ARTS EDUCATION FOR PREK-12 YOUTH IN DELAWARE.**

- A** Increase access to arts education in the state through targeted funding that removes barriers to participation.
- B** Provide professional development opportunities, convenings, and research that strengthen arts education in the state.
- C** Collaborate with state and local leaders to advocate for and support greater access to arts education in the state.
- D** Promote and facilitate performance and exhibition opportunities for young people in the state.

## GOAL

4

### **ADVANCE COMMUNITY DEVELOPMENT AND PUBLIC ENGAGEMENT THROUGH THE ARTS.**

- A** Promote and support the arts as part of community and downtown development.
- B** Encourage deeper, broader, and more diverse community relationships and engagement by arts organizations and artists.
- C** Support initiatives where artists and arts organizations focus on community and individual transformation.

# PLANNING GROUP & APPENDIX

## DELAWARE DIVISION OF THE ARTS STAFF

Paul Weagraff, Director  
Kristin Pleasanton, Deputy Director  
Terry Plummer, Community Arts and Organizational Development  
Sheila Dean Ross, Arts Education and ADA/504  
Roxanne Stanulis, Artist Services and Marketing  
Katie West, Communications and Performing Arts Presenting  
Gwen Henderson, Grants Processing and Records Management  
Dana Wise, Office Manager and State Arts Council Administrative Support

## DELAWARE STATE ARTS COUNCIL MEMBERS

The Council, appointed by the Governor, is composed of individuals from across the state with diverse backgrounds and expertise including artistic disciplines, organizational management, finance, marketing, education, and community leadership. For details on the Delaware State Arts Council roles and responsibilities, visit [www.artsdel.org](http://www.artsdel.org).

Lise Monty, Hockessin (Chair)  
Tina Betz, Wilmington  
Lou Braithwaite, Lewes  
Joann E. Browning, Newark  
Lori Crawford, Dover

Robert Fitzgerald, Dewey Beach  
Richard Givens II, Dover  
Margaret H. Johnson, Dover  
Ralph Kuebler, Hockessin  
Heather Morrissey, Newark  
Jon W. Newsom, Lewes

Cheryle Pringle, Newark  
Carol S. Rothschild, Wilmington  
John Sarro, Wilmington  
Catherine M. Walls, Milford  
Joseph Mack Wathen, Hockessin

## COMMUNITY PARTICIPANTS

We are grateful to the more than 900 individuals that generously gave of their time and expertise to participate in this planning process. Their contributions have been invaluable in informing this plan.

## STRATEGIC PLANNING CONSULTANTS

Maren Brown, Mary Margaret Schoenfeld, and Patricia Morrison  
Maren Brown Associates, [www.marenbrown.com](http://www.marenbrown.com)

## APPENDIX

The Power Point presentation by Maren Brown Associates, summarizing their findings, informed the drafting of Design Delaware 2.0 and can be found at [www.artsdel.org](http://www.artsdel.org).

The presentation is a compilation of information drawn from:

- Focus Group Meetings
- Individual Phone Interviews
- Regional Meetings
- Online Survey Results



# FOR MORE INFORMATION

## SIGN UP FOR OUR NEWSLETTERS

- **Arts E-News** – a monthly newsletter highlighting grants, opportunities, Division programs, events and news.
- **Delaware Scene Stealers** – a biweekly digest of arts & culture events across Delaware.
- **Mezzanine Gallery** – your invitation to monthly exhibits at the Mezzanine Gallery, 820 N French Street, Wilmington.

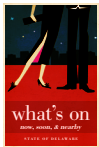
Go to [www.artsdel.org](http://www.artsdel.org) and click on ***"Sign up for our newsletters today!"***

## VISIT OUR ARTS & CULTURE CALENDAR



Visit [www.DelawareScene.com](http://www.DelawareScene.com) for the most comprehensive listing of Delaware arts & culture events.

## DOWNLOAD THE FREE WHAT'S ON MOBILE APP



(powered by [www.DelawareScene.com](http://www.DelawareScene.com))  
for events happening now, soon and nearby.

## VISIT AND FOLLOW US ON SOCIAL MEDIA



[www.facebook.com/ArtsDelaware](http://www.facebook.com/ArtsDelaware)



[www.twitter.com/ArtsDelaware](http://www.twitter.com/ArtsDelaware)



Flickr – search for Delaware Division of the Arts



YouTube – search for Arts Delaware

## CONTACT US

Delaware Division of the Arts  
Carvel State Office Building  
820 N. French Street, 4th Floor  
Wilmington, DE 19801  
302-577-8278

# Design Delaware 2.0

2016-2020